Commission for Public Complaints Against the RCMP

2013–14

Departmental Performance Report

The Honourable Steven Blaney, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

© Her Majesty the Queen in Right of Canada,
represented by the Commission for Public Complaints Against the RCMP, 2014

Catalogue No.: JS77-3/2014E-PDF
ISSN 2368-4321

This document is available on the Commission for Public Complaints Against the RCMP website at: http://www.cpc-cpp.gc.ca

This document is available in alternative formats upon request.

Table of Contents

Foreword iii

Chair's Message 1

Section I: Organizational Expenditure Overview 3

- Organizational Profile 3
- Organizational Context 4
- Actual Expenditures 8
- Alignment of Spending With the Whole-of-Government Framework 9
- Departmental Spending Trend 9
- Estimates by Vote 10

Section II: Analysis of Program by Strategic Outcome 11

- Strategic Outcome: RCMP members are held publicly accountable for their conduct in the performance of their duties. 11
- Program: Civilian review of RCMP members' conduct in the performance of their duties 11
- Internal Services 13

Section III: Supplementary Information 15

- Financial Statements Highlights 15
- Financial Statements 15
- Supplementary Information Tables 16
- Tax Expenditures and Evaluations 16

Section IV: Organizational Contact Information 17

Appendix: Definitions 19

Endnotes 22

Foreword

Departmental Performance Reports are part of the Estimates family of documents. Estimates documents support appropriation acts, which specify the amounts and broad purposes for which funds can be spent by the government. The Estimates document family has three parts.

Part I (Government Expenditure Plan) provides an overview of federal spending.

Part II (Main Estimates) lists the financial resources required by individual departments, agencies and Crown corporations for the upcoming fiscal year.

Part III (Departmental Expenditure Plans) consists of two documents. Reports on Plans and Priorities (RPPs) are expenditure plans for each appropriated department and agency (excluding Crown corporations). They describe departmental priorities, strategic outcomes, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Performance Reports (DPRs) are individual department and agency accounts of actual performance, for the most recently completed fiscal year, against the plans, priorities and expected results set out in their respective RPPs. DPRs inform parliamentarians and Canadians of the results achieved by government organizations for Canadians.

Additionally, Supplementary Estimates documents present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or were subsequently refined to account for developments in particular programs and services.

The financial information in DPRs is drawn directly from authorities presented in the Main Estimates and the planned spending information in RPPs. The financial information in DPRs is also consistent with information in the Public Accounts of Canada. The Public Accounts of Canada include the Government of Canada Consolidated Statement of Financial Position, the Consolidated Statement of Operations and Accumulated Deficit, the Consolidated Statement of Change in Net Debt, and the Consolidated Statement of Cash Flow, as well as details of financial operations segregated by ministerial portfolio for a given fiscal year. For the DPR, two types of financial information are drawn from the Public Accounts of Canada: authorities available for use by an appropriated organization for the fiscal year, and authorities used for that same fiscal year. The latter corresponds to actual spending as presented in the DPR.

The Treasury Board *Policy on Management, Resources and Results Structures* further strengthens the alignment of the performance information presented in DPRs, other Estimates documents and the Public Accounts of Canada. The policy establishes the Program Alignment

Architecture of appropriated organizations as the structure against which financial and non-financial performance information is provided for Estimates and parliamentary reporting. The same reporting structure applies irrespective of whether the organization is reporting in the Main Estimates, the RPP, the DPR or the Public Accounts of Canada.

A number of changes have been made to DPRs for 2013–14 to better support decisions on appropriations. Where applicable, DPRs now provide financial, human resources and performance information in Section II at the lowest level of the organization's Program Alignment Architecture.

In addition, the DPR's format and terminology have been revised to provide greater clarity, consistency and a strengthened emphasis on Estimates and Public Accounts information. As well, departmental reporting on the Federal Sustainable Development Strategy has been consolidated into a new supplementary information table posted on departmental websites. This new table brings together all of the components of the Departmental Sustainable Development Strategy formerly presented in DPRs and on departmental websites, including reporting on the Greening of Government Operations and Strategic Environmental Assessments. Section III of the report provides a link to the new table on the organization's website. Finally, definitions of terminology are now provided in an appendix.

Chair's Message

I am pleased to present the *Departmental Performance Report* of the Commission for Public Complaints Against the RCMP (CPC) for 2013–14. The report provides an overview of the CPC's work during this fiscal year and discusses the extent to which the CPC has met its objectives, as set out in its 2013–14 *Report on Plans and Priorities*.

On June 19, 2013, Bill C-42: *Enhancing Royal Canadian Mounted Police Accountability Act* received Royal Assent. Bill C-42 creates the Civilian Review and Complaints Commission for the RCMP (CRCC), with an expanded mandate and new responsibilities replacing the existing CPC. The CPC is awaiting the coming into force of the provisions which will create the CRCC. The CPC received additional funding in order to meet the demands of its existing mandate and support preparations for the transition to the new CRCC.

The mandate of the CRCC will include the existing complaints function, as well as the authority to conduct joint complaint investigations with provincial law enforcement review bodies, conduct reviews of specified RCMP activities, provide enhanced reporting to provinces and territories which contract for RCMP services, undertake research, conduct outreach efforts, and provide independent observers to investigations of serious incidents involving RCMP members.

The past year has been a busy one for the CPC, and I am proud of the contributions we have made to enhancing the effectiveness and accountability of the RCMP. Our people are the most important element of our effectiveness, and this will continue to be so as we take up the expanded mandate of the new CRCC.

Ian McPhail, Q.C.
Chair

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Steven Blaney, P.C., M.P.

Institutional Head: Ian McPhail, Q.C.

Ministerial Portfolio: Public Safety and Emergency Preparedness

Enabling Instrument: *Royal Canadian Mounted Police Act* R.S.C. 1985, c. R-10[i]

Year of Incorporation / Commencement: 1988

Organizational Context

Raison d'être

The Royal Canadian Mounted Police Public Complaints Commission is an independent agency created by Parliament and is not part of the Royal Canadian Mounted Police (RCMP). The Commission's role is to provide civilian review of the conduct of the RCMP members in carrying out their duties, thereby holding the RCMP accountable to the public. The Commission ensures that complaints about the conduct of RCMP members are examined fairly and impartially. Its findings and recommendations help identify and remedy problems which stem from the conduct of individual RCMP members or from deficiencies in RCMP policies or practices. The Commission has the authority to make findings and recommendations, but cannot impose discipline or make monetary awards to complainants.

Responsibilities

The mandate of the Commission is set out in Parts VI and VII of the *Royal Canadian Mounted Police Act* (RCMP Act) and can be summarized as follows:

- to receive complaints from the public about the conduct of RCMP members;
- to conduct reviews when complainants are not satisfied with the RCMP's handling of their complaints;
- to initiate complaints and investigations into RCMP conduct when it is in the public interest to do so;
- to hold hearings; and
- to report findings and make recommendations.

Strategic Outcome and Program Alignment Architecture

The Commission has one Program and works towards one Strategic Outcome.

Strategic Outcome: RCMP members are held publicly accountable for their conduct in the performance of their duties

Program: Civilian review of RCMP members' conduct in the performance of their duties

Internal Services

Organizational Priorities

Organizational Priorities

Priority	Type[1]	Strategic Outcome
Strengthen the complaint and review processes	On-going	RCMP members are held publicly accountable for their conduct in the performance of their duties.

Summary of Progress

What progress has been made toward this priority?

- Strong complaint and review processes with established service standards enhance the credibility of both the CPC and the RCMP for a timely response to public complaints. The CPC is committed to the continuous improvement of the complaint and review processes.
- CPC's National (complaint) Intake Office processed 3,622 general enquiries, early resolutions, and formal complaints against the RCMP.
- The CPC issued a total of 207 review reports in 2013–14.
- 84% of review reports were finalized within 120 days of receiving the request to review a complaint.
- 98% of final reports after receiving a Commissioner's Notice were completed within 30 days of receiving the Notice.

Priority	Type	Strategic Outcome
Facilitate the creation of a new review mechanism for the RCMP	Previously committed to	RCMP members are held publicly accountable for their conduct in the performance of their duties.

Summary of Progress

What progress has been made toward this priority?

- Based on its business case to Treasury Board outlining how it would meet the new mandate requirement, the CPC has secured $4.7M in additional permanent funding.
- A new unit has been established and is being staffed with senior investigators in preparation of the coming into force of the new legislation which will allow the CPC to undertake reviews of specified activities of the RCMP.
- The CPC launched a pilot project aimed at enhancing relationships with provincial and territorial governments, review agencies and stakeholders such as ombudsmen and municipal governments.
- Restructuring of its operational and administrative services has continued. A focus on creating efficiencies in internal services functions has allowed the reinvestment of savings into new mandate areas and enhancements to the complaint and review processes.

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the RPP or DPR.

Priority	Type	Strategic Outcome
Improve the relevance of review recommendations and identify complaint trends	On-going	RCMP members are held publicly accountable for their conduct in the performance of their duties.

Summary of Progress

What progress has been made toward this priority?

- The CPC's reviews and in-depth examinations provide assurance that a wide variety of RCMP activities are thoroughly examined and reported to the Minister of Public Safety Canada and the public. The CPC remains committed to ensuring that its recommendations provide guidance to the RCMP and enhance police operations.
- The CPC released the final reports in its public interest investigations into RCMP's handling of complaints involving Nicole (Ryan) Doucet and the shooting death of Mr. Christopher Klim.
- The CPC launched a Chair-initiated complaint into the RCMP's response to flooding in High River, Alberta, and public interest investigations into the RCMP's response to anti-fracking protests in New Brunswick and into RCMP policing practices in northern British Columbia.
- In 2013-14, the CPC continued monitoring complaint trends, the most common public complaint related to RCMP member attitude.

Priority	Type	Strategic Outcome
Consolidate outreach and public education efforts	On-going	RCMP members are held publicly accountable for their conduct in the performance of their duties.

Summary of Progress

What progress has been made toward this priority?

- The CPC worked to enhance relationships with provincial and territorial governments, review agencies and stakeholders to harmonize police oversight processes to the extent possible under existing law and its new mandate.
- The CPC has emphasised the importance of a consistent and cohesive approach to public engagement with an increased orientation toward a "no wrong door" model of filing a public complaint.
- The CPC anticipates that these relationships will be instrumental to the ability of the new CRCC to undertake joint reviews with provincial counterparts.
- The new CRCC will be required to:
    - prepare annual reports for provinces and territories that contract for RCMP services;
    - provide provincial officials with notification of new complaints; and
    - provide provincial officials with final reports prepared by the CRCC in response to requests for review of the RCMP's handling of public complaints.
- The CPC continued working with the Canadian Association for Civilian Oversight of Law Enforcement to advance the principles of civilian oversight of law enforcement.
- The CPC held its annual forum for Canadian heads of police review organizations in order to share best practices, identify emerging issues and enhance working relationships.

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Funding Pressures Funding was needed under the current mandate to continue critical work in the areas of outreach, strategic policy and research, as well as to meet any surge in complaints, reviews or special investigations.	As planned in the Report on Plans and Priorities (RPP), the CPC worked closely with Public Safety Canada to closely monitor its funding level and obtained the necessary bridge funding.	Civilian review of RCMP members' conduct in the performance of their duties
RCMP Implementation of CPC's Recommendations As the CPC's recommendations to the RCMP are not binding, there is a risk that key recommendations will not be implemented.	The CPC has maintained its systematic tracking of recommendations made to the RCMP and created an "Outstanding RCMP Policy Commitments" section on its website. The CPC meets regularly with RCMP officials to discuss the manner and timing in which the CPC recommendations are being implemented.	
Responding to Major Policing Events The CPC has no control over serious incidents between the RCMP and the public. Such events may impact on workloads across the CPC and have the potential to negatively affect the maintenance of service standards and present budgeting challenges.	The CPC renewed its supply arrangements for specialized investigators, and continued to track workloads within the CPC, and, where needed, reallocated staff to priority areas. The CPC strategically managed its resources to ensure that funds were available to respond appropriately to any incidents that may have arisen throughout the fiscal year. The result is that the CPC did not spend its full appropriation.	

Actual Expenditures

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	Difference (actual minus planned)
5,425,682	5,425,682	10,228,957	8,789,834	3,364,152

Human Resources (Full-Time Equivalents [FTEs])

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
40	55	15

Budgetary Performance Summary for Strategic Outcome and Program (dollars)

Strategic Outcome, Program and Internal Services	2013–14 Main Estimates	2013–14 Planned Spending	2014–15 Planned Spending	2015–16 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2012–13 Actual Spending (authorities used)	2011–12 Actual Spending (authorities used)
Strategic Outcome: RCMP members are held publicly accountable for their conduct in the performance of their duties								
Civilian review of RCMP members' conduct in the performance of their duties	2,368,486	2,368,486	6,206,437	6,306,541	5,086,722	4,361,336	3,127,446	3,453,073
Subtotal	**2,368,486**	**2,368,486**	**6,206,437**	**6,306,541**	**5,086,722**	**4,361,336**	**3,127,446**	**3,453,073**
Internal Services Subtotal	3,057,196	3,057,196	3,803,945	3,703,841	5,142,235	4,428,498	4,883,555	4,427,829
Total	5,425,682	5,425,682	10,010,382	10,010,382	10,228,957	8,789,834	8,011,001	7,880,902

Alignment of Spending With the Whole-of-Government Framework

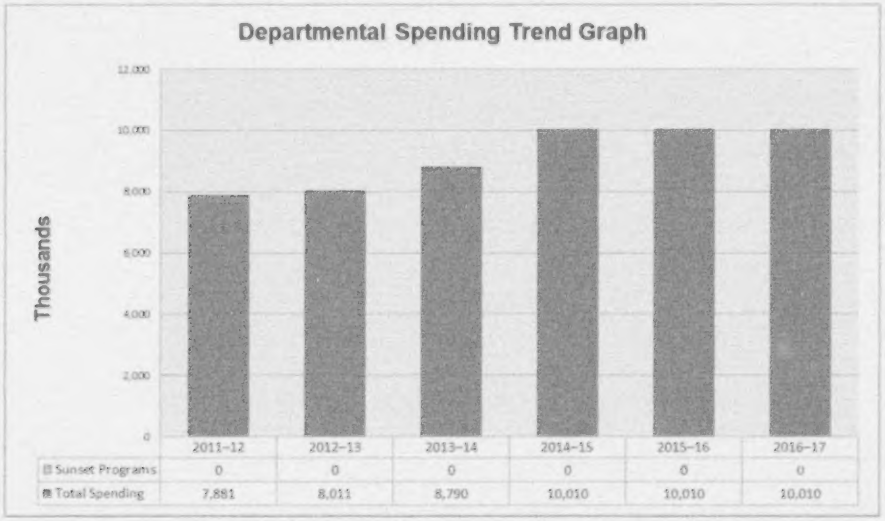
Alignment of 2013–14 Actual Spending With the Whole-of-Government Framework[ii] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2013–14 Actual Spending
RCMP members are held publicly accountable for their conduct in the performance of their duties.	Civilian review of RCMP members' conduct in the performance of their duties	Social Affairs	A safe and secure Canada	4,361,336

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic Affairs		
Social Affairs	2,368,486	4,361,336
International Affairs		
Government Affairs		

Departmental Spending Trend



Estimates by Vote

For information on Commission for Public Complaints Against the RCMP's organizational Votes and statutory expenditures, consult the *Public Accounts of Canada 2014* on the Public Works and Government Services Canada website.[iii]

Section II: Analysis of Program by Strategic Outcome

Strategic Outcome: RCMP members are held publicly accountable for their conduct in the performance of their duties.

Performance Measurement

Performance Indicator	Targets	Actual Results
Recommendations accepted by the RCMP and have been implemented.	100%	The RCMP Commissioner accepted approximately 81% of the CPC's adverse findings and 86% of its recommendations.

Program: Civilian review of RCMP members' conduct in the performance of their duties

Description

The Commission conducts reviews of complaints received from the public about the conduct of RCMP members in the performance of their duties. When complainants are not satisfied with the RCMP's handling of their complaints, they can request a review of their case by the Commission. In reviewing these complaints, the Commission may conduct hearings and investigations, and reports on its findings and makes recommendations to the RCMP Commissioner and to the Minister of Public Safety and Emergency Preparedness.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
2,368,486	2,368,486	5,086,722	4,361,336	1,992,850

Human Resources (Full-Time Equivalents [FTEs])

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
28	33	5

Performance Results

Expected Result	Performance Indicator	Targets	Actual Results
Improve access to and openness of the public complaint process.	The percentage of complaints received from the public directly by the Commission is increased.	N/A	N/A

Performance Analysis and Lessons Learned

In 2013–14, with the passage of Bill C-42, the CPC was able to take steps to strengthen its performance measurement framework in order to strengthen accountability and reflect its new mandate. The CPC developed a new Management Resources and Results Structure which was approved by Treasury Board and will be effective for 2014–15. The framework is reflected in its *2014-15 Report on Plans and Priorities*.

In 2013–14, much of the CPC's work centered on providing direct service to the public concerned about the actions of RCMP members. The CPC received approximately 75% of all complaints directly from the public with the RCMP receiving the remainder. The CPC's National Intake Office in Surrey, British Columbia, processed 3,622 calls for service in 2013–14.

The CPC received 219 requests for review and issued a total of 207 review reports in 2013–14. The RCMP Commissioner accepted approximately 81% of the CPC's adverse findings and 86% of its recommendations. The CPC continues to emphasize its internal performance-based service standards, consistent with the view that to be effective, reviews must be timely.

Regardless of whether or not a complaint has been investigated, reported on, or otherwise dealt with by the RCMP, the Chair may investigate a complaint concerning the conduct of a member where he deems it in the public interest. In addition, under Part VII of the RCMP Act, where the Chair becomes aware of the conduct of any RCMP member and, based on the information available, considers that it would be in the public interest for RCMP member conduct to be investigated, a Chair-initiated complaint can be made.

In 2013–14, the CPC released the final reports in its public interest investigations into RCMP's handling of complaints involving Nicole (Ryan) Doucet and the shooting death of Mr. Christopher Klim. The full final reports including all recommendations can be found on the CPC website. The CPC launched a Chair-initiated complaint into the RCMP's response to flooding in High River, Alberta, and public interest investigations into the RCMP's response to anti-fracking protests in New Brunswick and into RCMP policing practices in northern British Columbia.

In preparation for the coming into force of the new legislation, which will allow the new CRCC to undertake reviews of specified activities of the RCMP, a new unit has been established and is being staffed with senior investigators. The new unit will be responsible for undertaking systemic examinations of RCMP policies and program issues. The CPC has also launched a pilot project aimed at enhancing relationships with provincial and territorial governments, review agencies and stakeholders such as ombudsmen and municipal governments.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
3,057,196	3,057,196	5,142,235	4,428,498	1,371,302

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
12	22	10

Performance Analysis and Lessons Learned

In 2013–14, the CPC continued to restructure its Internal Services. The focus on creating efficiencies in internal services functions has allowed for the reinvestments of savings into new mandate areas and enhancements to the complaint and review processes.

Through a strategic partnership with the Military Grievances External Review Committee, the CPC's IT platform has been updated to a more cost effective, flexible and scalable business solution with the capacity to respond to the evolving needs of the new CRCC.

A new case management system has been developed to consolidate all aspects of the public complaint process into one strategic information management system. The new system will facilitate both the management of the complaint and review process and the new CRCC's provincial reporting requirement set out in the legislation.

Section III: Supplementary Information

Financial Statements Highlights

Commission for Public Complaints Against the RCMP
Condensed Statement of Operations and Departmental Net Financial Position (unaudited)
For the Year Ended March 31, 2014
(dollars)

	2013–14 Planned Results	2013–14 Actual	2012–13 Actual	Difference (2013–14 actual minus 2013–14 planned)	Difference (2013–14 actual minus 2012–13 actual)
Total expenses	6,476,649	9,890,032	9,409,385	3,413,383	480,647
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	6,476,649	9,890,032	9,409,385	3,413,383	480,647
Departmental net financial position	250,268	85,146	(10,402)	(165,122)	95,548

Commission for Public Complaints Against the RCMP
Condensed Statement of Financial Position (unaudited)
As at March 31, 2014
(dollars)

	2013–14	2012–13	Difference (2013–14 minus 2012–13)
Total net liabilities	1,188,822	1,155,328	1,073,494
Total net financial assets	768,474	593,400	175,074
Departmental net debt	420,398	561,927	(141,529)
Total non-financial assets	505,544	551,525	(45,981)
Departmental net financial position	85,146	(10,402)	95,548

Financial Statements

The CPC's Financial Statements for the reporting period can be viewed on the CPC's website.[iv]

Supplementary Information Tables

The CPC does not have any supplementary information tables.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[v] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

By e-mail:

complaints@cpc-cpp.gc.ca (for complaints)
reviews@cpc-cpp.gc.ca (for reviews)
org@cpc-cpp.gc.ca (for general enquiries)

By telephone:

From anywhere in Canada: 1-800-665-6878
TTY: 1-866-432-5837

By fax:

604-501-4095

By mail:

P.O. Box 88689
Surrey, BC V3W 0X1

On the Web:

http://www.cpc-cpp.gc.ca

Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i *Royal Canadian Mounted Police Act*, http://laws-lois.justice.gc.ca/eng/acts/r-10/
ii. Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
iii. *Public Accounts of Canada 2014*, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html
iv CPC's Financial Statements, http://www.cpc-cpp.gc.ca/cnt/cr-ro/dpr/finS-eFin/finS-eFin1314-eng.aspx
v. *Tax Expenditures and Evaluations* publication, http://www.fin.gc.ca/purl/taxexp-eng.asp